

Executive Summary

This report presents the results of collaborative performance management project for KOICA-Good Neighbors International, which was performed as part of “Research on Application of Social Research Methods for Korea International Cooperation Agency(KOICA) Projects to Improve Performance Assessment: Building A Framework and Conducting A Pilot Project for Operation of ‘Academy Cooperation Programme-Performance Assessment Cooperation’ Project”. This pilot project aims to check the effectiveness and validity of collaborative performance management framework in practice.

The pilot project has provided performance measurement and consulting service to a social enterprise, Good Shaing, in Mongolia. Founded by Good Neighbors International, Good Sharing produces an appropriate technology-based product, G-saver, which is designed to address social problems due to cold weather and inefficient traditional stove system in Mongolia, such as high fuel costs, air pollution, and respiratory problems. G-saver is expected to help reduce the consumption of coals, leading to decrease in fuel costs and increase in disposable income of poor people living in Ger. In addition, reduced consumption of coals would result in the reduced emission of air pollutants and improvement of health conditions, leading to enhanced quality of life. Furthermore, Good Sharing is expected to develop a sustainable value chain and to create jobs for local people so that they can produce and sell G-saver by themselves, which will empower local people and provides them with stable income.

To examine these effects, a multidisciplinary team was formed, inviting researchers with diverse backgrounds including business, economics, public administration, medicine, public health, environmental science, and social work. In so doing, mixed method was used to see the effects of G-saver and assess the performance of Good Sharing. For quantitative analyses,

randomized control trial (RCT) approach was used to collect data and rigorous statistical analyses were performed. Throughout the research process, collaboration among stakeholders including Good Sharing, Good Neighbors, and KOICA was emphasized.

Key findings are as follows: First, G-saver improves fuel efficiency of stoves, decreasing the consumption of coals, reducing the fuel costs and increasing disposable income of consumers. Second, G-saver user group shows improvement in respiratory health conditions. Third, G-saver user group shows improvement in quality of life with respect to health conditions. Fourth, environmental effect is not observed mainly due to data issues, calling for further research. Fifth, Good Sharing's business process functions well. Sixth, Good Sharing's networking or collaboration process works well. In particular, the role of Good Neighbors' Mongolia Branch was notable.

For better collaborative performance management, we should develop a rigorous measurement system, while attempt to foster further collaboration among diverse stakeholders.